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17 June 1986

MEMORANDUM FOR: Associate Deputy Director for Intelligence

FROM: [redacted]
Office of Information Resources

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SUBJECT: DCI Request for Long-Range Planning

REFERENCE: Your Memo dtd 14 June 1986, Same Subject,
DDI-02035/86

1. OIR recommends the following items for consideration in response to the DCI's request for an appraisal of areas requiring longer range improvements and suggested measures to accomplish these improvements.

-- OIR is organized to facilitate information and information technology acquisition and use. We are and will be moving from a labor-intensive centralized reactive reference service to a value-added, aggressively active purveyor of information, automation and methodological support. The Agency lives on the flow of information; OIR could be an active spokesperson in the information market place and an aggressive internal distributor of the information obtained from various sources. [redacted]

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-- The Agency must deliver to every intelligence officer in all Directorates the tools and information necessary to do their jobs. SAFE has been a significant but only initial step. The host of data bases, document collections, book and periodical catalogue data, reference materials, and commo links that is available to OIR but not easily accessed by intelligence officers at their desks must be "patched through" to them. OIR needs to be given the resources to apply artificial intelligence, front-end technology, improved circuitry, software, and information technology to provide a "complete workstation" environment. [redacted]

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-- The future complete workstation must be multi-media to allow officers to store and manipulate not only cables but also television, videotapes, still photography, imagery, charts,

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maps, and graphics. OIR is prepared to continue developing and advising on the state of such a workstation. [redacted]

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-- Beyond the technology challenges lurks the "midcareer brain-drain." The DI and CIA are losing too many experienced officers not because the work is not challenging but because of environmental shortcomings. If we take pride in hiring the best, should they not have the best support? Each directorate should have discretionary authority to bypass responsible DA components that have demonstrated an inability to satisfy legitimate needs. Personnel recruitment, equipment procurement, ventilation, space, and parking are a few of the problems that inflict unreasonable pain on intelligence officers. [redacted]

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-- The secretarial issue is being addressed in an innovative manner. There are staffing problems in other job categories and similar steps now, rather than later, must be taken to rebuild our officer and clerical ranks. Office Directors should have freedom within an overall grade point average, total number of slots, and funding level to establish specific slots without investigation by PMCD. Use PMCD to advise or to assist the IG with investigations of malpractice, but allow Directors to manage for excellence by rewarding excellence with appropriate slots. [redacted]

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-- CIA has experienced a shattering of the informal network of informal ties that traditionally allowed it to get things done. Partly due to retirements, partly due to the shocks of past decades, and partly due to inattention, the Agency has not bound new officers into a "family" with ties of trust and concern. There is lacking a sense of community and continuity with past traditions. The correct winnowing out of incompetents, criminals, and wrongdoers has not been matched proportionally by the nurturing of new employees. A special Agency-wide effort to reestablish this community is needed beginning with EODs but including veteran employees, too. [redacted]

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2. Some specific initiatives proposed by OIR components are listed below:

-- As the Agency reemerges as a provider of information to the

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US Government, OIR will attempt to improve collection of open source material abroad by increasing the number of full-time map and publications officers abroad, directly contracting [] and purchasing dedicated unclassified telecommunications lines and facsimile equipment to communicate directly with some embassies for priority requirements. []

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- OIR will continue to urge OIT to contract for and install a secure television grid system for the Headquarters buildings. The significant emergence of the visual media as an intelligence source requires implementation of a contract soon to provide secure service by the opening of the new building. []

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- OIR will investigate providing the European Community monthly trade data for each country by trade partner to all interested analysts via VM; acquire additional country trade tapes and data; build a system to make FBIS information available via AIM; and build a system military dictionary online. Additional languages will be added later. []

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